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CIA CAREER SERVICE BOARD

29th Meeting

Thursday, 29 April 1954

4:00 p.m.

DCI Conference Room

Administration Building

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CIA CAREER SERVICE BOARD

29th Meeting

Thursday, 29 April 1954

4:00 p.m.

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Present

Lyman B. Kirkpatrick  
Inspector General, Chairman

Matthew Baird  
Director of Training, Member

[REDACTED]  
DC/PP, Member

25X1A

[REDACTED]  
Chief of Operations, Alt. for DD/P, Member

25X1A

[REDACTED]  
DAD/O, Member

25X1A

[REDACTED]  
AD/Communications, Member

25X1A

Harrison G. Reynolds  
AD/Personnel, Member

[REDACTED]  
C/DDP/ADMIN, Alt. for DD/P, Member

25X1A

Lawrence K. White  
ADD/A, Member

25X1A

[REDACTED]\*  
SA/DD/I, Alt. for DD/I, Member

25X1A

[REDACTED]\*  
Executive Secretary

25X1A

[REDACTED]  
Secretariat

25X1A

[REDACTED]  
Reporter

By Invitation:

Members of Task Force on Career Development of Junior Personnel

25X1A

[REDACTED] Office of Personnel  
Foreign Intelligence Staff  
Office of the DD/A  
Office of Personnel

\* Also Members of Task Force on Career Development of Junior Personnel

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. . . The 29th Meeting of the CIA Career Service Board convened at 4:00 p.m., Thursday, 29 April 1954, in the DCI Conference Room, Administration Building, with Mr. Lyman B. Kirkpatrick presiding . . .

MR. KIRKPATRICK: Well, gentlemen, shall we come to order?

The first item on the agenda is the minutes of the 28th Meeting. Are there any comments, corrections or changes?

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MR. [REDACTED] Do you mean what you say on the 4th line from the bottom on the first page, (reading) "....review the cases of other Agency employees of that or the next higher grade to see whether any of them were equally or more fully qualified for the promotion." I thought originally you said if a recommendation for promotion was made you would review all persons of that or the next lower grade.

MR. REYNOLDS: I think it should be "next lower grade" - that is right.

Mr. Chairman, we had a study made on the business of getting this thing on the machine run, in order to do it in an orderly manner. We cannot complete it for delivery on 1 May but we will have ready for delivery on 1 June a monthly listing of all members of the career service who have entered the zone of consideration.

MR. KIRKPATRICK: Any other comments or corrections on the minutes? If not, they stand approved as read.

Now, attached to the minutes, and presumably, therefore, a part of them, is the final version of the promotion Regulation. Without soliciting difficulties, are there any comments or corrections on that Regulation? If not, it goes approved as read and will probably be issued tomorrow.

The next item on the agenda is the Staff Study on the Career Development of Junior Personnel. The Task Force which prepared this Staff Study is present today to answer any comments or questions which you gentlemen may have on the subject.

You will recall that we discussed this at the last meeting. There was some comment or reservation on the subject of slotting. Having reviewed this very carefully once again, and having gone over all of the preamble and preceding discussion, it seemed to me on the slotting we had done exactly what the Board agreed should be done. We agreed to start out with 120 slots. And, furthermore, I discussed it with both the Director of Training and the Assistant

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Director for Personnel and they had reached an agreement on it. So my recommendation to the Board is that it seems reasonable, it is a noble experiment, at the best it may be a very successful program in the end, and I would strongly urge that the Board accept it more or less as presented.

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MR. [REDACTED]: That is using Matt's 45 slots?

MR. BAIRD: Using whatever slots are available. And I would think that when the slots are all full that Harry and I would jointly come back to whatever board is in existence at that time, and say, "Now the slots are full, and we see vacancies coming up in the next 60 days, of one or two. What do you want to do about it?" But I'd cross that bridge later.

MR. KIRKPATRICK: The day the slots are full I will buy the entire Career Service Board a drink, because I would think that would be a tremendous step forward in career service in the Agency. But we haven't even filled our career development slots, so I'm not worried about them getting filled too quickly.

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MR. [REDACTED]: How was this left the last time? Not to put it out as a Regulation?

MR. KIRKPATRICK: Not to put it out as a Regulation or Notice but have it be the ground rules for the operation of the program, which will be implemented as enunciated in the paper.

MR. WHITE: I wasn't here the last time so this may have been answered, but what is the basis for not publishing it? How are you going to get it out?

MR. KIRKPATRICK: There was considerable discussion of this at the last meeting, Red, and the Board seemed to feel, almost unanimously, that to issue it as a Regulation would start a flood on the system, of applicants, and most of the applicants would not necessarily be the ones of the highest caliber or the ones that we would want to put in the program; and recognizing the fact that it does have a slight aura of elite corps attached to it, it was generally felt by the Board that rather than put it out as a Regulation, the knowledge of its existence will certainly get around quickly enough after people start being chosen, so that it should be up to the supervisors and the individual career service boards to take the initiative in choosing people to go into the program.

MR. WHITE: But you can't operate a thing like this clandestinely. It's only a matter of a very short time until it becomes generally known that you are selecting certain people for special training; and while I recognize the drawbacks in a so-called "elite corps", and I thought there were one or

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two words in the paper that were unfortunately slanted that way, they could be changed very easily. I don't want to hold this up, because I know you have all discussed it, but if you are going to have a program like that I frankly question the wisdom of denying people the right to apply for it.

MR. KIRKPATRICK: I don't think the purpose of not publishing the Regulation would be to deny applications. You can't deny them, they are going to apply anyway.

MR. WHITE: What are you going to say when they say, "Down in my office they don't tell us about this thing"?

25X1A9a MR. [REDACTED]: It wasn't meant to deny applications. It was a recognition of the inherent responsibilities of supervisors to select their outstanding people and get them along the road toward broadening their experience and developing potential ability.

MR. WHITE: How are you going to answer that at your June meeting - to all employees?

MR. KIRKPATRICK: To all supervisors. Well, more or less the way I answered it at the last orientation course when I stated that rotation was for the limited few and not for the masses. I didn't say it in quite as blunt language, but the intent was very evident.

MR. WHITE: I just think if we are trying to avoid an unhappy feeling growing up in the Agency because people think this is not open to everybody, that this might do it quicker than publishing it.

MR. BAIRD: I have a feeling that the IG is going to have more visits as a result of this, because you are going to get people that come to you and say: "I'm just as good as John Doe but my supervisor won't let me apply, or won't put me in" - and you are going to have to decide whether he should or shouldn't.

MR. WHITE: And you will have supervisors who won't put him in just because he IS good.

25X1A9a MR. [REDACTED]: How many would apply for this?

MR. WHITE: I don't have any idea. As a matter of principle I feel that if you are going to have this then everybody in the Agency should feel he has a right to apply for it; and if the supervisor doesn't have the courage to turn him down then that is another supervisory problem which we are weak in.

25X1A9a MR. [REDACTED]: Is this really a special program or is it something incumbent upon us that all supervisory levels should be doing automatically. Why set it aside, as an Agency Regulation, as something different?

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MR. [REDACTED]: Isn't this a pilot thing entirely?

MR. WHITE: I don't care whether it's a Regulation, a Notice, or what, but I should think our intent would be to let everybody in the Agency know that there was such a program.

MR. BAIRD: And addressed to the supervisors.

MR. WHITE: I don't care who it is addressed to but I wouldn't think we would just closet this thing.

MR. KIRKPATRICK: I don't think the intent was to closet it, but not to issue it in an Agency-wide circulation as a Regulation. I see no reason why all supervisors shouldn't see the whole program laid before them, and if they wish to tell everybody that is their problem.

MR. WHITE: Through what means of communication are you going to get it down to six or eight hundred supervisors? The normal means is an Agency Notice.

MR. REYNOLDS: I'd like to see it published as an Agency Notice.

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MR. [REDACTED]: I think our chief trouble is that we don't have a mechanism and the division heads don't know what to do. I think the tone might be changed somewhat from this, but at least it would provide a mechanism.

MR. WHITE: What I don't like about the actual wording - it says "a carefully selected, highly qualified and well-trained" - if you just throw all that out and say "a small group of individuals" you take out the elite corps flavor of it. But I certainly will abide by the decision of the Board. I don't mean to protest the decision. But as a matter of principle I do think that if we are going to have these things and everybody in the Agency is going to feel he has an opportunity to become a career employee, that some sort of communication, even if it's just to the supervisor level, should be put out on it. I don't care what it is.

MR. KIRKPATRICK: Does everybody agree with that?

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MR. [REDACTED]: I think if you do that you might state that it is a trial balloon.

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MR. [REDACTED]: And that it is one more way of developing careers; that it is not a "you are anointed herewith" type of thing but is just one of several devices.

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MR. [REDACTED] (Interpolating): Is it anything more, really, than a reminder to the supervisor of his basic responsibility?

MR. KIRKPATRICK: That is right, John, and that a mechanism exists for

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implementing it.

Does the Task Force have any comments?

25X1A9a MR. [REDACTED]: I'd like to suggest that perhaps the Career Service Boards be notified that it is their responsibility to nominate people, and that permission is not given to every individual in the Agency to make an application; but rather, that the Career Service Board itself be responsible for nominating people that they feel are qualified for this program, and then notice go to them.

MR. KIRKPATRICK: I think that could be spelled out in any issuance that was made.

25X1A9a MR. REYNOLDS: Mr. [REDACTED] do you have any comments?

25X1A9a MR. [REDACTED]: I think it is a supervisory responsibility and it should be done through the command channel rather than the career service boards.

25X1A9a MR. [REDACTED]: The career service boards are going to have to get into the picture.

MR. KIRKPATRICK: The supervisors can do it and then funnel it to the career service boards. I'd like to see the supervisors get into the act - I think it would improve their supervisory abilities.

25X1A9a MR. [REDACTED] They are going to have to do the basic selection.

MR. KIRKPATRICK: I would recommend, then, that the burden be put on the Office of Personnel to prepare whatever issuance should be made to the supervisory and career service board levels on this.

25X1A9a MR. [REDACTED]: Could we look at page 3 of the plan, paragraph "c" at the bottom of the page? I don't know whether we are coming toward the approval or the disapproval of the Staff Study, but there it says (reading) "Any staff employee who meets the eligibility criteria may apply through his office head to the chief of his major component for entrance into the program." Have we decided to take that out?

MR. KIRKPATRICK: To my mind that is exactly what we have said. If he is a GS-9 he's going to his immediate supervisor, and it will be funneled that way.

25X1A9a MR. [REDACTED]: Then if it is turned down according to the next sentence it will be forwarded to the Selection Board. (Reading) "The Chief of the major component concerned will append his recommendations to the application and forward it to the Assistant Director for Personnel, whether his recommendation is affirmative or negative."

25X1A9a MR. [REDACTED]: I thought we were going to turn this around and make it

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supervisory selection rather than individual application.

25X1A9a MR. [REDACTED]: That is what I don't know - I don't know whether we have that decision or not.

MR. KIRKPATRICK: That is very definitely the decision the Board took, that it be supervisory selection and not individual application.

25X1A9a MR. [REDACTED]: Then this paragraph is out, is that right?

MR. KIRKPATRICK: It would be properly modified, Rud, because if the supervisor says, "Mr. X I think you are a good man for it" - he may get the fellow to fill out the application, but I don't think we want that reversed.

25X1A9a MR. [REDACTED]: There is another part to this procedure where we provide that there has to be a career development plan worked out by the supervisor. At that point he could say, "I don't want to work out a plan."

25X1A9a MR. [REDACTED]: This whole paragraph 5 has to do with the nominating process.

25X1A9a MR. [REDACTED]: According to the discussion at the last meeting the nominating would be by selection by the supervisors.

MR. KIRKPATRICK: We have modified it at this meeting to the extent that we are not going to deny applications, that we will receive applications but we are not going to solicit them.

25X1A9a MR. [REDACTED]: Will each application that comes in have to go through this whole machinery? You are going to get an unnecessary flood of paper that would accomplish no good purpose.

MR. BAIRD: Let's let the Selection Board determine that. It seems to me the Director of Training and the Assistant Director for Personnel are the ones to decide whether too many papers are coming to them or not.

25X1A9a MR. [REDACTED]: This isn't a matter of the papers going to Training or Personnel, in my mind, it's the mass of paper that we already have to cope with throughout every echelon of the Agency. What good purpose does it serve?

MR. BAIRD: As I understand it this whole exercise developed as a result of the Director asking Mr. Kirkpatrick, or Mr. Kirkpatrick going to the Director and saying, "We are having trouble with the morale of our junior people." And I think this Task Force was directed to come up with a staff study that met that problem. I don't think we should add to it by having an additional morale problem whereby barriers are put in the way of junior personnel who have the ability to profit by this program and taking advantage of it. It seems to me if we deny them the right to apply we are going to have an additional morale problem.

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MR. [REDACTED]: Don't you have a worse one, Matt, if you have a thousand that meet the specifications and 999 are turned down?

MR. KIRKPATRICK: If you had 900 that met the specifications I'd be surprised.

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MR. [REDACTED]: You could have a thousand applications.

MR. [REDACTED]: I think they would be more disgruntled if they were turned down.

MR. BAIRD: I don't. At least they would know they had been given a fair opportunity.

MR. WHITE: I would guess you might have a flood initially, but once the initial impact was over I would think it wouldn't be too bad.

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MR. [REDACTED]: Every dissatisfied employee will put in his application.

MR. KIRKPATRICK: That might be a good idea, to find out how many there are.

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MR. [REDACTED]: There is one question I would like to ask, and since I wasn't here last week maybe it has already been answered. When the individual is selected I notice here he goes into a JOT slot. I assume that means, therefore, he passes totally out of the jurisdiction of the office in which he was lodged at the time of the selection, is that right? And never returns to that office until through some process of rotation he ends up back there. Is there any lead on him, any string?

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MR. [REDACTED]: Here again I think we decided at the last meeting that we wouldn't go into this matter of setting aside special slots for this.

MR. KIRKPATRICK: I don't think we made a decision on that.

MR. BAIRD: I don't think a decision was made on anything.

MR. KIRKPATRICK: I think I said specifically that one of the things we would discuss would be the slot business.

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MR. [REDACTED]: I do think there should be some provision so that after two or three years he could return to the parent office, and if there has been a ceiling reduction in the meantime, he ought to be allowed to stay in the slot that he was taken into officially. If we are allowed to fill the vacancies when our people move out into these rotation slots, then if somebody comes back after two years and we don't have a vacancy--

MR. KIRKPATRICK: I don't think that is going to be the problem you paint it, Joe, because we haven't seen that problem develop with the JOT's. The people who want them usually have slots for them. I think with a little planning

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there won't be any bottleneck there, of the individual moving into where he is going to make his permanent home. But it is going to take planning, and that is what this is.

MR. BAIRD: If the training has any merit an office should be glad to have the man back and ought to be able to have six months to plan for it.

MR. KIRKPATRICK: If the man originally selected is worth anything.

MR. REYNOLDS: Kirk, to answer Dick's question, as I see it - if the originating office says: "Supervisor, you pick out a few good men" and you are going to pick out your best men trained in that office, to start off, and if they were happy it would be the office they would want to go back to. So it appears to me, as a practical matter, that usually the person who is selected will return to the office of origin.

25X1A9a MR. [REDACTED] Who does he belong to during the interim?

MR. REYNOLDS: He belongs somewhere, and Matt and I felt, in discussing this, that it was very much simpler to utilize these vacant slots he had in the JOT.

MR. WHITE: My view on that, and I have a selfish view on it, depends on whether you are trying to develop these people for Agency-wide use or whether you are trying to develop them for the use of the office from which they came. If it is the latter, then I would be more than happy to move in on Matt's vacancies and cut the budget a little bit; but if we are trying to develop them for Agency-wide use, then I hold my horses.

MR. KIRKPATRICK: There is no question but that it's Agency-wide use.

MR. WHITE: I think if you are developing a man for the use of a particular office and if he is going to go out and get some training and come back to the office from which he came, then that office has a selfish interest in him, and if he is really good they would be willing to pay the price of providing a position for a year or so while he is getting that training; also, if they have to carry that position while he is getting some training they are going to be very, very careful that they select a man that they think is worth the price, and that a program is planned for him which is the minimum in time that they need to accomplish their objective before he comes back and starts carrying his weight. Whereas if this thing is free, you don't get quite the same conscientious effort. If it's to give this man training and have him go back to the same office then I'd be inclined to put the burden on that office; but if it's from the Agency-wide point of view then I have no objection.

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MR. BAIRD: That is the whole point.

MR. REYNOLDS: Just a minute. This plan envisaged the planning of the rotation of this man throughout various offices of the Agency. Right at the start you plan it. If he goes back to his office of origin after he has been in other offices, he is more valuable to the Agency as a whole because he knows about the rest of the Agency.

MR. WHITE: I buy it, but from the comptroller point of view of trying to save positions and save money, it's not as neat as I would like to see it.

MR. BAIRD: This seems to me the neatest way that you can do it. But I would like to change this from two years to three years, to meet [REDACTED] point. I think he should have served three years in the Agency, hoping that two years would be in an overseas assignment. 25X1A9a

Now say, for the sake of argument, that a DD/I John Doe feels that he can be a better CIA employee by having a tour with the DD/P - and of course, I think he should be assessed in determining whether he has any potential for the clandestine type of operation - but I don't think you know when you start where he is going to end up. Now the way I visualize it, and I may be taking words out of the mouth of the Assistant Director for Personnel, the AD/Personnel will have periodic reports at least twice yearly on how this man is doing in the particular assignment he has had for the last six months, and as vacancies in the Agency come up it is the AD for Personnel's prerogative, it seems to me, to say, "Well, here is a man that for the last two years has done this, with the following record. Prior to that he had this background in either the DD/I or DD/P or DD/A. Isn't he a man who should be qualified for this job?" And that is an assignment which I think the AD for Personnel should get into, but I don't know that that assignment should bring him back to the office of origin.

MR. WHITE: According to that concept I think you are right in this plan, but I am saying if the concept is that if the man comes from FI or OSI, or someplace else, and the plan is one that develops him definitely to go back there, then more appropriately that office should pay the price.

MR. BAIRD: That is a career development slot, which is an office problem rather than an Agency problem. The reason this plan is being administered by the Office of Training or Personnel is because they have no interest except to develop Agency people. I don't think any of these are going to end up in the Office of Personnel or of Training.

MR. KIRKPATRICK: Our great Nation has fought and argued over this

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particular issue ever since it has been in existence - States' rights versus the Federal Union; and the politicians have been for the States' rights while the States have been for the Federal Union. I think in this particular issue it is up to us to be statesmen, that this is a case where we want to develop people who may become specialists and who will go back to become clandestine operators or researchers, etc. On the other hand, in that three years we may see the glimmer of greatness which will carry a man on to the executive level in a higher position. When he starts out we can't say a kid who is a GS-9 or 11 entering this program is going to end up as the Director of CIA, and I think it would be foolish to try to do that. Therefore, what we have here is an amalgamation of the two. We trust the offices will put forth their best people so they can get the broadening they need, but that broadening may convince them they are not a generalist across the Agency.

MR. BAIRD: There is nothing to stop the DD/I from requesting that man back and saying, "We have a job we think this man can fill and he is better qualified as a result of this."

MR. WHITE: So the answer to Dick's question is that he does lose control?

MR. BAIRD: I would think so, yes.

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MR. [REDACTED]: The reason I raised the question - I agree thoroughly with Kirk that there is no such thing that a man in this Agency isn't an Agency man. However, it does seem to me a question of some orientation and a question of some control. One of the things that was complained about most severely in this organization by the young people, and which helped to generate this very program, was the fact that they weren't being properly taken care of and that their futures weren't being planned, and so forth. But I don't think we are going to answer the problem by swinging the pendulum over to such a place that their planning loses all savor or salt. I see a certain advantage to maybe making a hybrid out of these two ideas, and using the JOT slots but letting the office of origin put a lien on the guy so that he sort of bears that label in his hip pocket, and if he comes out at the end and if somebody has lost sight of him, there is an opportunity for the office of origin to say, "Well, if you would rather go from DD/P to OSI, fine." There's a human element there. We have so many people to take care of that no matter how well Baird does this job, and no matter how much he says, "Joe Blow is going to be through this program in a few months" - if there is no obligation there the guy is going to tend to be lost sight of.

MR. KIRKPATRICK: I think you are absolutely right, and unless he has a

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home to which he can return, he is going to be a morale problem in the course of it, because he will be in that program for two or three years.

MR. BAIRD: He can get out any time he wants to.

MR. KIRKPATRICK: The point is, people like to have an anchor. They want to know they are an FI man, or whatever it might be, and if something busts loose in the system they can go back there. I think Dick has a sound point on that.

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MR. [REDACTED] Why don't they carry their career designations right along with them?

MR. BAIRD: I think you are presupposing a situation that I see no reason would develop, which is if the office of origin went to the Office of Personnel and said, "We feel we have the first crack at this man. What do you think of reassigning him back to us in whatever it may be - two months or years" - I think it would be unlikely that the Personnel Director would say "No".

MR. REYNOLDS: Our answer would be "yes".

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MR. [REDACTED] Yes, this Personnel Director, but he might sink that boat of his this summer. We all get sick and we all die, and then the continuity is lost. And this is just another guy named "Joe" doing some time in OSI.

MR. KIRKPATRICK: I think the point is extremely solid. Let's set up a system with the system being solid, and not tied to individuals or personalities. As Dick says, Harry may be bubbling in Narragansett Bay.

MR. BAIRD: I am assuming an AD for Personnel with Mr. Reynold's integrity and good will. What more can you ask?

MR. KIRKPATRICK: I'll refrain from comment.

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MR. [REDACTED] Is there anything against carrying career designations with them?

MR. BAIRD: No, I don't see any reason at all, myself.

MR. KIRKPATRICK: Then I move that in working out the implementation that be put in it so that there is a tie to the originating office, and that the career designation of the individual be maintained until by agreement with the individual, his office and the gaining office, it is changed.

Now, as to the slots - do we have any discussion on the proposal for the utilization of slots which is advanced herein? Is there any further discussion of the report of the Task Force? If not, I move it be accepted, with the amendments suggested at this meeting.

MR. BAIRD: I raise that point of three years instead of two.

MR. KIRKPATRICK: After three years in the Agency.

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MR. [REDACTED] Except that you are a little out of consistency with the career service plan.

MR. BAIRD: It is consistent with making it three years.

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MR. [REDACTED] I mean the two years is inconsistent.

MR. KIRKPATRICK: Is there any strong feeling for retaining the two years or making the individuals wait until they have been in the Agency for three years?

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MR. [REDACTED]: I might say there the Task Force gave a lot of thought to that and discussed the alternatives of one year, two years and three years. The three years, if I remember right - and the other members might correct me if I am wrong - the three years was objected to because so many younger people coming in have been promoted so rapidly that they would move out of range of the limit set up here and never get a chance for participation - the young people coming in at Grade 9 and 11 under Matt's JOT program, people like that who find themselves a Grade 13 within two years. I didn't mean to sound facetious there, but it was that idea we worked on.

MR. KIRKPATRICK: Why don't we say that "generally" the entrance into the program will be after three years, but not shackle ourselves by tying it down.

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MR. [REDACTED] Kirk, may I go back just a minute to the slot problem? The reason I didn't speak up was because I am a little puzzled about something. I gather that these JOT slots, by and large, from year to year remain about the same in number. Is that right?

MR. BAIRD: We have never been able to fill them. As you may remember, we once had 150 and that was cut to 90. Originally, Kirk, we decided the minute the individual and the gaining office said, "We are in agreement" - they went off the JOT slots and that was rather rapidly in the beginning. We are now holding them for a longer period, particularly throughout their training, and will hold them until the gaining office has had an opportunity of saying, "We have given this guy a responsibility for six months or a year, and we now know we want him." But the fact remains there are now some 45 vacancies out of the 90 slots, and unless we lower our selection standards or recruit much more rapidly, we will still have vacancies at the end of 1955, which is what Red White has been calling attention to, that we have vacancies on our T/O. Those are the vacancies in the Office of Training, the career development slots and JOT slots. This was just a medium for using existing slots in the Agency that weren't likely to be filled in the next 12 months. Therefore, the difference between that and the original

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proposal of Red White is that this doesn't make anybody give up slots except that the JOT program gives up some slots that they have already been budgeted for.

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MR. [REDACTED] What I am trying to get at - everybody, as the T/O's stand today, could live with them without too much trouble. But suppose in the course of the next two or three years we get into some Congressional difficulty and the Agency ceiling gets reduced and we have to cut back, and we suddenly wake up and find we have six fellows in this program and the lid has come down to where we don't have six slots to take them back, and nobody has the requisite slots. Then, what happens at that point? Do they carry the slot along with them on their back?

MR. BAIRD: You would immediately stop recruiting.

MR. WHITE: I'd like to ask this question: If you didn't have these vacancies in the JOT program, how would you do this? What would be the proposal then?

MR. BAIRD: I think your proposal was that every major component would give up a certain block of slots.

MR. KIRKPATRICK: That was my proposal.

MR. WHITE: The point is, and this follows what Dick has said, it doesn't matter whether these are JOT slots or what slots they are, the fact is that the number of positions that are in the budget is seven or eight hundred or more than the number of people we have on duty, and the Director is on record in the Appropriations Committee that he wants to cut down on the number of people we have on duty, not the number that you have provided for in your T/O. So, just using this as an illustration, if over a period of two or three years, or whatever period the JOT program has been in operation, it has been demonstrated by experience that we do not need 45 of those slots, then it makes just as much sense, in trying to cut down the number of positions we have in the budget, that we use those, as it does if Harry has 45 or Joe has 45 in his office that we don't need. And that is one thing that I am concerned about. And the other, which ties right into Dick's problem, is that if we do have to get right down to brass tacks and cut back, and he finds that he has six or eight or ten people in his program and no positions for them in his own office, then we have another disposal problem.

MR. BAIRD: No, you don't, because they are being carried. It means they can't be assigned as rapidly as the office would like to assign them.

MR. KIRKPATRICK: What it actually would mean is that the six would go back to Dick and be carried on this program's T/O until he could absorb them

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in his own T/O, and you would not introduce six more into this. I think we're jousting at windmills.

25X1A9a MR. [REDACTED]: Then that is okay.

MR. KIRKPATRICK: I see no other alternative to that.

25X1A9a MR. [REDACTED]: We are going to have inevitable assignment problems.

MR. KIRKPATRICK: We will always have them and this isn't going to create any more than we have today. And I think this does answer, and to my mind does have the great advantage of now opening the JOT program to people within the Agency that we want to get that type of experience.

MR. WHITE: That is different, then. But you get the impression from reading this paper, and also from most of the discussion, that here are a group of positions over here that somebody saw and said, "Let's move in on these." That is what I don't want.

MR. KIRKPATRICK: No, Red.

25X1A

MR. BAIRD: I offered them, but nobody seems to understand that.

MR. WHITE: There are [REDACTED] available slots in the Agency.

25X1A9a MR. [REDACTED]: I know under our tight situation there would be very little activity under this program if they couldn't--

MR. KIRKPATRICK: But isn't the other alternative that we take fifteen from DD/I and fifteen from DD/P and from DD/A, and put them in this.

MR. WHITE: If you didn't have these JOT slots you would either ask the components to contribute or go to the Director's Reserve.

MR. KIRKPATRICK: If we go to the Director's Reserve then Matt is going to cut his JOT program down, to make it practical. I don't see why we are arguing over a technicality on it. We are utilizing slots and cutting back on a program that we've got.

25X1A9a MR. [REDACTED]: I think if you were in a ceiling freeze when they returned they could ride Matt's slots.

MR. BAIRD: They would have to.

MR. KIRKPATRICK: It would blow the morale of the Agency apart if we would say, "We're sorry - we can't use you."

25X1A9a MR. [REDACTED]: I would like this to be in the minutes of this meeting and that Dr. Reynolds frame those in his office for that dreary day which may come along. Just so we have it in the record what the discussion was about.

MR. KIRKPATRICK: Going further than the record, that it be made a part of the official Task Force Report, if the Task Force will accept that addition.

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25X1A

██████████ May I suggest the Task Force be asked to incorporate these amendments in the paper, which then be attached to the minutes, and that will give everybody an opportunity to see exactly what changes in language have been made, and write it off at the next meeting in approving the minutes.

MR. KIRKPATRICK: Just attach it to the minutes like you have done with the promotion recommendation, so they can be glanced at.

Any further discussion on this?

MR. BAIRD: As long as we are going to put all these things in the minutes, because you don't think all of us are going to be around here six months hence, let's also put in the minutes that if the gaining office doesn't chose to finally slot for the people actually working in that office, that the Assistant Director for Personnel can have the right, after a certain period, of assigning him elsewhere. Let's have that understood.

MR. REYNOLDS: That is in case he gets lost.

MR. WHITE: He has that at any time.

MR. REYNOLDS: Yes, but if it goes in here then there is an assurance that if this man gets lost--

MR. BAIRD: I just bring this up, that we have had offices who had people from the JOT program long enough to know if they were any good or not, who would say, "We haven't got a slot for him." And we say, "We think you have had him long enough to prepare for him, so we are going to assign him to another office that wants him." Well, the originating office very quickly finds a place for him after that threat.

MR. KIRKPATRICK: All right, let the threat be noted. I move, then, the Board extend its appreciation and thanks to the Task Force for their work on this. It was a very excellent job. And that should be extended to them individually and as a group.

We will move now to the next item.

Thank you, gentlemen. We appreciate your coming.

25X1A9a

. . . Messrs. ██████████ Members of the Task Force on Career Development of Junior Personnel, then retired from the Meeting . . .

25X1A9a

MR. KIRKPATRICK: Now, the selection of a candidate to attend the Advanced Management Program, Graduate School of Business Administration, Harvard University. Mr. ██████████ and Mr. Reynolds will have to abstain from voting on this.

25X1A9a

MR. REYNOLDS: Who went the last time? I thought ██████████ had gone.

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25X1A9a MR. WHITE: This is another [REDACTED]

MR. KIRKPATRICK: Gentlemen, you have all of these names submitted to you. I trust you have had a chance to examine the biographic sketches of the individuals and have come to some idea as to who you feel is qualified. In order to start the ball rolling, there is one vacancy and six applicants.

MR. BAIRD: We will do the same thing we did last year.

25X1A9a MR. [REDACTED] graduated from the Harvard Business School, didn't he? Can you go to West Point twice?

25X1A MR. KIRKPATRICK: This is the atomic energy course in business. My personal reaction is to put [REDACTED] from ORR up as  
25X1A9a the top two candidates. I consider that [REDACTED] are both  
25X1A9a well qualified, but in view of the fact that they both have been with the Agency only a couple of years I would be inclined to give the nod to the two that have  
25X1A9a been with the Agency 12 and 17 years.

25X1A9a MR. [REDACTED] I'll buy that.

25X1A9a MR. [REDACTED] I'll buy that.

MR. [REDACTED] Since I am totally unbiased I can say, right off the bat,

25X1A9a I would put in principally for [REDACTED], because in view of his job in the Agency and his experience with the Agency, and the ramified aspects of his experience, I think the Agency would be benefiting.

25X1A9a MR. KIRKPATRICK: Mr. [REDACTED] has a peculiar look on his face.

25X1A9a MR. [REDACTED] I just want the record to show the DD/P submitted a candidate. I would go along with that.

25X1A9a MR. [REDACTED] I would recommend [REDACTED] first.

25X1A9a

25X1A9a

MR. KIRKPATRICK: And [REDACTED] as the alternate.

MR. BAIRD: Would the Board authorize the Director of Training to seek two slots?

MR. KIRKPATRICK: Yes. What does it cost? About \$1500 per individual?

MR. BAIRD: About nine.

MR. KIRKPATRICK: The total cost?

MR. BAIRD: Excluding salary. It includes everything but his salary.

. . . Off the record . . .

25X1A MR. KIRKPATRICK: As I understand, the consensus of opinion of the Board is that Mr. [REDACTED] be nominated as the candidate to attend, and  
25X1A Mr. [REDACTED] be nominated as the alternate. Any disagreement on that?

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25X1A9a And that the Director of Training be encouraged to seek another slot, in which case [REDACTED] would go. Any dissent or comment?

The next item on the agenda is the selection of candidates for the Army, Navy and Air Force Service Schools.

MR. BAIRD: War Colleges.

25X1A MR. KIRKPATRICK: [REDACTED] you send me so many papers I can never get through them all.

Gentlemen, if you will look at the document from the Executive Secretary dated 29 April - it has a summation sheet at the beginning.

25X1A9a MR. [REDACTED] It doesn't indicate the number of vacancies for each of the three schools. We discussed that before but I have forgotten how many there were.

MR. BAIRD: One each at Air and Navy and two at the Army.

MR. WHITE: May I ask one question? Is it correct that anyone whose name does not appear on this list was screened out by the Panel?

MR. BAIRD: Yes, Red.

MR. WHITE: Then that's all right.

25X1A9a MR. [REDACTED] Did the name of [REDACTED] come up, Matt? 25X1A9a

25X1A9a MR. BAIRD: What was the question?

MR. KIRKPATRICK: Did [REDACTED] name reach the screening panel?

25X1A9a MR. [REDACTED] He applied for the National War College.

MR. BAIRD: I don't remember his name.

MR. REYNOLDS: I don't think it ever came up, and I think I would remember because of the DD/P segment.

25X1A9a MR. KIRKPATRICK: The screening panel has suggested that Mr. [REDACTED] of ONE go to the Air War College. Is there any dissenting view on that selection?

25X1A9a MR. [REDACTED] A point of order. I don't think the screening panel has gone over this new group. I think this is just an alphabetical listing.

MR. KIRKPATRICK: Then that threw me completely.

25X1A9a MR. [REDACTED] Do we still have time to have the Selection Panel reconvene on these?

25X1A9a MR. [REDACTED]: I'd like to see some more work done on this.

MR. KIRKPATRICK: I have been completely misled, because I thought the work had been done and this was the answer. I was completely misled and have been misleading you.

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MR. BAIRD: Why don't you delegate it to the Selection Panel? If we have time we will bring it back to you, and if we haven't time we will pick them for you.

25X1A9a MR. [REDACTED] I'll buy that.

MR. KIRKPATRICK: All right.

MR. BAIRD: I've been away this week and didn't get back until today, and I haven't seen these names at all.

MR. REYNOLDS: I don't remember our deliberations on some of them.

25X1A9a MR. BAIRD: We only deliberated on one group, [REDACTED]

MR. REYNOLDS: Who was the man you came up with, Red, that you wanted to send to the Industrial College?

25X1A9a MR. WHITE: Mr. [REDACTED] but that is all straightened out. He said he really wanted to go.

25X1A9a MR. [REDACTED]: We have your memorandum.

MR. WHITE: We submitted a memorandum to the Chairman to that effect.

25X1A9a MR. KIRKPATRICK: Mr. [REDACTED], do you want to attempt to get [REDACTED] 25X1A9a

25X1A9a [REDACTED] name before the Selection Panel? To add his name? [Answer inaudible, if answered.]

25X1A9a Now the new business. Item 1, Mr. [REDACTED] advises me that we have two candidates for Career Development Slots. Will you present them?

25X1A9a MR. [REDACTED] The first case we have talked about at Board meetings

25X1A9a here several times, the case of [REDACTED] who is in OCD, one of the 25 on whom career development plans have been recommended in OCD. This is approved by the FI Board, by the Director of Training, and by the Assistant Director for

25X1A9a Personnel. The plan is for Mr. [REDACTED] to spend 4 months in the Requirements Staff of FI; approximately 6 months in an area division; and then a two-year tour overseas. This plan was recommended and approved by the FI Board. The OCD will

25X1A9a be very happy to reassign Mr. [REDACTED] when he returns, but they feel--and I think credit should here be given to OCD--they feel by the time he has completed this cycle he will be out of their range. But they would be very happy to have him back if nobody else claims him by reason of his enhanced capabilities.

MR. KIRKPATRICK: Any comment? Any objection to the approval of a Career Development Slot? If so, it is approved.

25X1A9a MR. [REDACTED] The second one is for [REDACTED] which will be 25X1A9a

25X1A9a Slot No. 29 - [REDACTED] was the 28th Slot approved. [REDACTED] is in the FE Division with 25X1A9a a PP career designation. He is going into Training Program G, which is a

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language training program in the Japanese language. He is a GS-11 staff employee in the Far East Division. Training Program G - two years training, 1 year intensive Japanese language study and 1 year in the area overseas under

25X1C

MR. REYNOLDS: I would like to point out in that case I asked his senior supervisor about him, particularly because the estimate on the cost of bringing him back to the Agency after 2 years is about \$20 thousand - his own salary, the cost of the course, etc. I think in a case of that kind where we are giving him that sort of a course we have to be absolutely certain he is the right man. And I was convinced he IS the right man.

25X1A9a

MR. [REDACTED] What was the argument they used about sending him over

25X1C4a

MR. REYNOLDS: He's going to the University of Michigan. In view of a statement in the Personnel Evaluation Report in which the supervisor said this man should have overseas training in the near future, I asked [REDACTED] "Why do you want to send him to the University of Michigan? Couldn't he get his language training [REDACTED] And he said, "No, we feel he would be infinitely more valuable if he had this course at Michigan, which is the best course that we know of in the country."

25X1A9a

25X1A

25X1A9a

MR. [REDACTED] Why not the University [REDACTED] for 2 years, or something like that? 25X1A

MR. REYNOLDS: In view of budgetary restrictions, and all the rest of it, I think we should recognize that is what it costs the Agency to give him that training.

MR. KIRKPATRICK: I would recommend that this particular one be returned for further deliberations on the part of the PP Staff, particularly on the [REDACTED] item because of our [REDACTED] 25X1C

25X1C

MR. BAIRD: If this hadn't been a career development slot it wouldn't have come before this Board at all. This particular training program is one that has been worked out now at some length of time and with some trouble, with the Cover Division, with Security, with the Office of Training, [REDACTED] 25X1C4a [REDACTED] and with the individual. The reason he is [REDACTED] because 25X1C4a he is going into a [REDACTED] with other [REDACTED] 25X1C4a people who will also go to Michigan. He is not going as an individual, he is going with a group and that group is going [REDACTED] 25X1C4a

MR. WHITE: And he wouldn't jeopardize our chance to get other [REDACTED]

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slots?

MR. KIRKPATRICK: This is part of a [REDACTED] training program? 25X1C

25X1C4a MR. BAIRD: For [REDACTED] training program. We

25X1C4a have five people in the program [REDACTED]

25X1A9a MR. [REDACTED] Apparently it doesn't affect the staffing pattern.

25X1A9a MR. [REDACTED] Okay.

MR. KIRKPATRICK: Everybody agree to that? It stands approved.

25X1A9a Now, Mr. [REDACTED] has been concerned with the lack of reading material which you gentlemen have, and he has two papers he wants to disseminate to you, the first of which is the report of the Task Force on THE Career Service, which is the only item on the agenda for next week and is probably one of the most important documents that we will pursue; and the second document is a survey of opinion regarding the Career Service, which is apparently a Gallup-type poll taken at the Basic Intelligence Course, which gives some comments by some of our associates on the Career Service.

Unless there is any further new business we will stand adjourned.

. . . The Meeting adjourned at 5:05 p.m. . . .

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